

Housing Authority of the County of Santa Clara Invites Your Interest in Employee Services Director



Realize Your Vision for Employee Services

THE ORGANIZATION

The mission of the Housing Authority of the County of Santa Clara (HACSC) is to improve the lives of low-income families, persons with disabilities and seniors in Santa Clara County by providing affordable, high-quality housing. The Housing Authority is an independent local government agency with headquarters in downtown San José. Its general operation is overseen by a Board of Commissioners, the members of which are appointed by the Santa Clara County Board of Supervisors. The HACSC Board of Commissioners appoints the Executive Director, who oversees the agency's day-to-day operations.

The HACSC reflects the cultural and ethnic diversity of the region it serves. Through the Section 8 Housing Choice Voucher Program, housing development activities (rehab and new construction), and professional property management services, the staff of the financially strong HACSC serve well over 16,000 families throughout 16 cities in Santa Clara County.

The Housing Authority currently has three core service departments – Housing Programs, Development Services and Property Management – and five management and support departments – Finance, Information Technology, General Services, Employee Services, and Executive. Each department is headed by a Director or Manager. The Deputy Executive Director of Operations and the Deputy Executive Director of Housing Programs support the Executive Director. The new Director of Employee Services will report to the Deputy Executive Director of Operations, who also directly oversees Information Technology and General Services.

Alex Sanchez has served as the agency's Executive Director for the past 4.5 years. He has brought renewed vision and high business standards to an agency already widely recognized as a development and innovation leader among housing authorities

nationally. Mr. Sanchez is an ambitious and energetic role model who fosters creativity and visionary leadership at all levels of the organization.

The new Employee Services Director will join a Management Team that is characterized by mutual respect, high expectations, collaboration, healthy candor and a high degree of professionalism. As a group and individually, the members of the team are talented, forward-thinking public servants who are committed to running a quality operation. Their collective contributions enable the agency to run more like a high performing corporation than a traditional reactive public entity. Their dedication makes the difference and they are desirous of attracting another member of the team with similar values and aspirations.

For additional information on the agency's programs, goals, projects and success, please visit the HACSC website at: www.hacsc.org

THE DEPARTMENT

With a dedicated staff of four, the Employee Services Department is responsible for the full array of traditional human resource services including recruitment, selection, employment, classification, compensation, employee relations, benefits administration, safety, training and organizational development, and workers' compensation. The HACSC also retains outside legal counsel to assist with a variety of labor and personnel-related issues.

The Department serves approximately 275 employees, half of whom are union-represented and approximately 50 of whom are employees of the HACSC's for-profit affiliate, Property Management, Inc. The Employee Services' energetic staff is anxious to learn from their new leader and will welcome new ideas, a fresh perspective and the opportunity to develop professionally on a variety of fronts.

Priorities

The new Director will have the rare opportunity of completely reinventing and modernizing the Employee Services function within the agency. He/she will also have the luxury of using a recently completed assessment of the Employee Services Department as a strategic guide



for the immediate future. The assessment entailed an in-depth analysis of strategy, structure, technology/work processes, measurement systems and culture. The key opportunities identified for departmental improvement include the need for:

- Strategic plan
- Performance measures
- Redesign and modernization of the recruitment and selection process
- Maximization of technological capabilities
- Classification and compensation study
- Organization-wide training program
- Performance management and evaluation system
- Development and implementation of an employee relations program
- Formalization of employee recognition programs
- Updated policies and procedures
- Benefits administration modernization
- Strengthening of workers' compensation initiatives
- Increased payroll system efficiency

The incoming Director will enjoy overwhelming support from executive management and fellow directors in implementing the changes necessary to bring the Department up to "best practices" standards.



THE IDEAL CANDIDATE

The candidate selected for this unique opportunity will be a contemporary minded human resources professional who approaches the HR function as a strategic business partner with the entire organization. He/she will demonstrate the confidence and comfort necessary to serve as an internal consultant and resident HR expert. The ideal candidate will also exhibit the following core competencies:

- Proven capacity to fully comprehend and apply knowledge of the laws, regulations, standards, principles and practices utilized in the human resources profession
- History of success in managing day-to-day activities while shepherding significant change efforts simultaneously
- Ability to plan, organize and lead a team with tremendous clarity, enthusiasm and resiliency
- Demonstrated effectiveness in communicating a broad scope of knowledge to diverse audiences with a sincere desire to educate and influence in the best interests of the agency
- Exhibits the skills necessary to quickly establish credibility and build relationships throughout the organization

Experience and Education

A minimum of five years of relevant supervisory and/or management experience is necessary to qualify for this position. A sophisticated understanding of recruitment and selection, classification, compensation, benefits administration, employee safety, training and organizational development, complaint investigations, and employee and labor relations is expected.

A Bachelor's degree with a major in human resources, labor relations, business or public administration or closely related discipline is required. A Master's degree or certification as a SPHR and/or IPMA-CP is preferred.

Characteristics & Attributes

In addition to being a strong, compassionate leader, other professional characteristics identified as being important to the future Director's success include the following:

- Proactive and enthusiastic about providing quality service
- Continuous improvement mindset
- Resourceful and responsive
- Sensitive to customer needs and desires
- Superior direct communicator
- Outgoing; enjoys engaging stakeholders and soliciting feedback
- Effective manager of people and projects
- Good coach and mentor
- Enjoys a dynamic environment
- Leads with a sense of urgency



- Strategic and self-directed
- Courageous; does not shy away from conflict or controversy
- Strong sense of character; uncompromising ethics
- Accessible and approachable
- Highly organized and not easily overwhelmed
- Fiscally responsible
- Well networked in the profession

COMPENSATION & BENEFITS

In addition to an incomparably collaborative work environment and an annual salary in the mid-to-high \$90,000's, HACSC offers the following benefits package:

Insurance – Agency pays premium for employee coverage for both Kaiser and Blue Shield/HMO health plans. Dependent coverage is available with employees covering a portion of the premium. Agency pays entire premium for employee and dependents for both **dental** (Delta Dental) and **vision** (Vision Service Plan).

Leave – During the first year of service, **vacation** accrues at a rate of 10 days annually and increases incrementally up to 22 days per year after 19 years of service. Employees can accumulate credit for up to two years. **Sick leave** is accrued at 10 days per year and credit may accumulate indefinitely. A portion of employee's sick pay during the year is eligible for payment based on usage in lieu of time off. HACSC recognizes 14 paid holidays per year.

Retirement – After six months of employment, HACSC contributes a percentage of the employee's monthly salary ranging from 6 percent the first year to 12 percent by the fifth year of employment. The employee does not contribute to the plan.

Miscellaneous – Employees are welcome to participate in a flexible "cafeteria benefit" plan, deferred compensation plan, tuition reimbursement program, computer purchase program, and a credit union.

APPLICATION PROCESS & RECRUITMENT SCHEDULE

The final filing deadline for this recruitment is **Friday, February 24, 2006**. To be considered for this opportunity, please submit cover letter, resume, list of six professional references, plus current salary information. For additional information regarding this opportunity, contact:



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Following the filing deadline, candidates with the most relevant qualifications will be granted screening interviews in early March. Those individuals determined to be the most ideally suited for the opportunity will then be interviewed by the HACSC later that month. The final selection is projected for April, upon the completion of thorough reference and background checks.

